



M E T H O D O L O G Y

The following sections outline the methodology used in the study, as well as the motivation for using certain techniques.

QUESTIONNAIRE DEVELOPMENT Dr. McLarney of True North Research worked closely with senior management from the City of San José's Development Services Partners to develop questionnaires that covered the topics of interest and avoided the many possible sources of systematic measurement error, including position-order effects, wording effects, response-category effects, scaling effects and priming. Many of the questions asked in this survey were presented only to a subset of respondents. For example, customers who were not personally involved in the plan review stage were not asked questions pertaining to plan review. The questionnaires included with this report (see *Questionnaires & Toplines* on page 80) identify the skip patterns that were used during the interview to ensure that each respondent received the appropriate questions.

Because experiences and interactions with the Development Services Partners differ considerably between customers involved in the *ministerial* process and those involved in the *discretionary* process, two questionnaires were created and utilized in the study. In the introduction to the survey, respondents were asked if their most recent project was ministerial or discretionary. For those who were uncertain, the interviewer clarified that most projects are ministerial and as long as they comply with the Municipal Code they have to be approved and don't require a public hearing. Discretionary projects, on the other hand, require a public hearing and its approval may depend on the discretion of a committee. Respondents who were still uncertain after that clarification were identified as ministerial customers, as a discretionary customer would most likely be aware if his or her project was considered discretionary.

PROGRAMMING Prior to fielding the surveys, the questionnaires were CATI (Computer Assisted Telephone Interviewing) programmed to assist the live interviewers when conducting the telephone interviews, as well as web programmed to allow online participation. Both programs automatically navigate skip patterns, randomize appropriate question items, and prevent certain types of keypunching mistakes. The integrity of the questionnaires was pre-tested internally by True North prior to formally commencing the interviewing.

SAMPLE The sample for this study was drawn from the City's AMANDA permit database. All customers who were associated with at least one permit between January 1, 2007 and December 31, 2007 comprised the universe for the study. Because the focus of the study was on customers, and because some customers appeared on multiple permits, the data was reorganized by customer identity (rather than by permit). Fields were also derived that indicated how many permits a customer was associated with during the period of interest, as well as the types of permits—building, planning, fire and public works. The universe of customers was then stratified by the number of permits a customer was associated with during this period, and by permit type, prior to selection.

During the sample development phase, it was discovered that occasionally a customer would appear in the database multiple times due to slightly different spellings of their name, changes of address, or other minor differences in their contact information. True North manually

reviewed the original file of 6,894 records to identify records that should be combined into a single record or eliminated due to inadequate or invalid contact information. When combined, the permit information was summed by customer so that the number of permits associated with a customer was accurate. In instances where the physical address or phone contact information differed, however, records were not combined.⁸ A total of 609 records were eliminated and/or combined through this process.

RECRUITMENT AND DATA COLLECTION True North used multiple methods to both recruit and encourage participation in the survey. Customers were mailed hardcopy letters that invited them to participate in the study either online at a secure website or by telephone. If the database included an email address for a customer, they were also sent an invitation via email that would allow them to link directly to the survey website. Reminder emails were sent, as appropriate, to encourage participation among those who had yet to take the survey. Each customer was assigned a unique personal identification number (PIN), which prevented outsiders from participating in the survey and ensured that customers' completed the survey only once.

A total of 772 ministerial interviews and 228 discretionary interviews were gathered between January 17 to February 12, 2008. Of the completed interviews, approximately half (52%) were completed online. Telephone interviews were conducted during normal business hours, and the average interview was 14 minutes for ministerial customers and 13 minutes for discretionary customers.

MARGIN OF ERROR By using a probability-based sampling design and monitoring the sample characteristics as data collection proceeded, True North ensured that the resulting sample was representative of the universe of customers serviced by the Development Services Partners in the year prior to the study. The results of the sample can thus be used to estimate the opinions of *all* customers during this period. Because not every customer participated in the survey, however, the results have what is known as a statistical margin of error due to sampling. The margin of error refers to the difference between what was found in the survey of 772 ministerial and 228 discretionary customers, and what would have been found if all of the estimated 4,852 ministerial and 1,433 discretionary customers had been surveyed for the study.

For example, in estimating the percentage of ministerial customers that visited the City's Development Services website in the past 12 months (Question 14 of the ministerial version), the margin of error can be calculated if one knows the size of the population, the size of the sample, a desired confidence level, and the distribution of responses to the question. The appropriate equation for estimating the margin of error, in this case, is shown below:

$$\hat{p} \pm t \sqrt{\left(\frac{N-n}{N}\right) \frac{\hat{p}(1-\hat{p})}{n-1}}$$

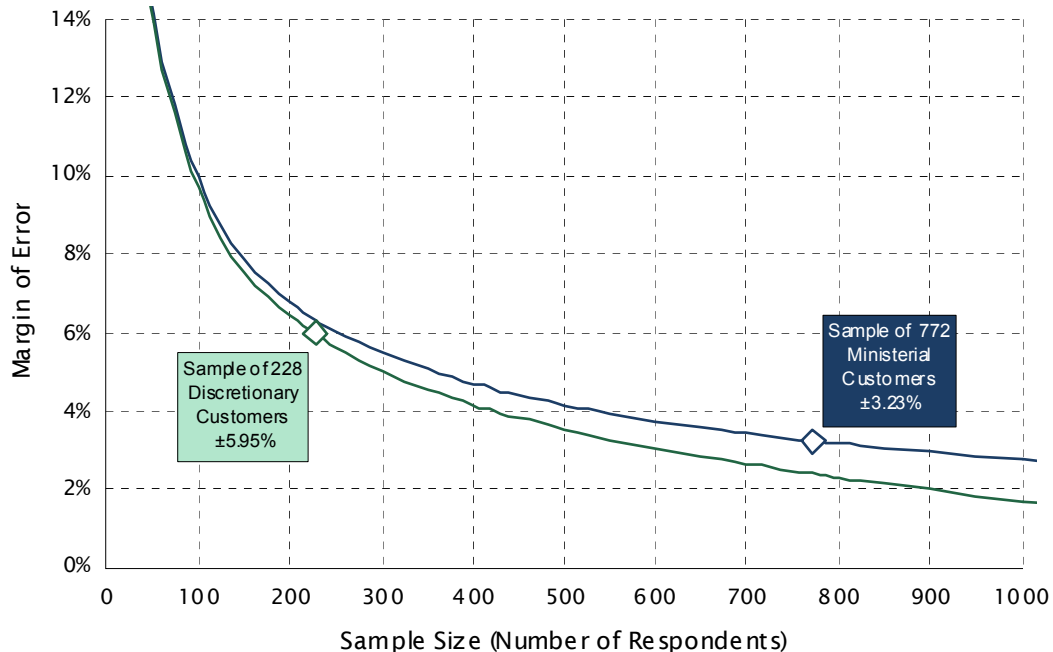
Where \hat{p} is the proportion of customers who visited the City's Development Services website in the past 12 months (0.62 for 62%, for example), N is the population (universe) size of ministerial customers (4,852), n is the sample size that received the question (772), and t is the upper

8. It was assumed that this may indicate that a customer moved office locations and to avoid missing the customer an invitation was sent to both locations.

$\alpha/2$ point for the t-distribution with $n - 1$ degrees of freedom (1.96 for a 95% confidence interval). Solving this equation using the values just discussed reveals a margin of error of $\pm 3.14\%$. This means that, with 62% of ministerial respondents indicating they visited the City's Development Services website in the past 12 months, we can be 95 percent confident that the actual percentage of *all* ministerial customers who visited the City's Development Services website during that period is between 59% and 65%.

Figure 62 presents the margin of error equation as a graph, plotting sample sizes along the bottom axis. There are two lines represented in the graph—one for the ministerial version of the survey and one for the discretionary version. As seen in the figure, the maximum margin of error in the ministerial version for questions answered by all 772 respondents is $\pm 3.23\%$, whereas the maximum margin of error in the discretionary version for questions answered by all 267 respondents is $\pm 5.95\%$. For questions answered by fewer respondents within each version, the margin of error increases accordingly.

FIGURE 62 APPROXIMATE MAXIMUM MARGIN OF ERROR DUE TO SAMPLING



Within this report, figures and tables show how responses to certain questions varied by customer characteristics such as the number of projects the respondent had worked on in the past 12 months and the stages in which they were involved for their most recent project. Figure 62 is thus useful for understanding how the maximum margin of error for a percentage estimate will grow as the number of customers asked a question (or in a particular subgroup) shrinks. Because the margin of error grows exponentially as the sample size decreases, the reader should use caution when generalizing and interpreting the results for small subgroups.

DATA PROCESSING Data processing consisted of checking the data for errors or inconsistencies, coding and recoding responses, categorizing open-end responses, and preparing frequency analyses.

ROUNDING Numbers that end in 0.5 or higher are rounded up to the nearest whole number, whereas numbers that end in 0.4 or lower are rounded down to the nearest whole number. These same rounding rules are also applied, when needed, to arrive at numbers that include a decimal place in constructing figures and charts. Occasionally, these rounding rules lead to small discrepancies in the first decimal place when comparing tables and pie charts for a given question.

DISPARITIES BETWEEN TOPLINE RESULTS AND FIGURES IN REPORT Throughout this report, all figures that show levels of agreement in percentage form are drawn only from those customers who provided an opinion. This allows for a more direct and meaningful comparison of responses across the statements tested since the number of respondents who answered “not sure” or “doesn't apply or refused” varies substantially by question.

Readers who wish to view the percentages for all possible responses, including “not sure” and “doesn't apply or refused,” can review the questionnaires at the end of the report which contain the percentage results for each question inclusive all response options. For example, Question 8L in the ministerial questionnaire shows that 80% of *all* customers were very or somewhat satisfied with the service they received during the inspection stage of the process. However, this percentage changes to 85% when the customers who did not have an opinion are removed from the analysis and the percentages are recalculated among just those who expressed an opinion in response to the question.

QUESTIONNAIRES & TOPLINES

MINISTERIAL VERSION



City of San Jose Development Services
2008 Customer Satisfaction Survey
Final Toplines: Ministerial (n = 772)

Section 1: Introduction to Study

Hi, may I please speak to: _____. Hi, my name is _____ and I'm calling from True North Research on behalf of the City of San Jose. I'm following up on a letter you should have received a few weeks ago from the City which invited you to participate in a customer survey regarding development services. Our records indicate that you have yet to take the survey over the Internet, so we'd like to ask you a few questions over the telephone.

If needed: We're conducting a brief and confidential survey of people who have received building permit, plan check and inspection services from the City of San Jose.

If needed: Your name and contact information was included on a recent permit application for the City of San Jose—which is why we'd like to ask you about your experience.

If needed: The survey should take about 10 minutes to complete.

If needed: If now is not a convenient time, can you let me know a better time so I can call back?

If needed: You are also welcome to participate in the survey online, as described in the invitation letter we recently sent you.

If needed: Your answers will be kept anonymous and will be combined with the answers of other people who participate in the survey.

Section 2: Screener for Inclusion in the Study

SC1	Our records indicate that you worked with the City of San Jose on at least one project during the past 12 months. Is this correct?			
	1	Yes	100%	Continue
	2	No	0%	Terminate
	99	Refused	0%	Terminate
SC2	<p>Was your most recent project ministerial (mini-steer-ee-al) or discretionary? <i>If unsure, clarify:</i> Most projects are ministerial projects. As long as they comply with the Municipal Code, they have to be approved. Ministerial projects do not involve a public hearing.</p> <p>A discretionary project is a project that requires a public hearing related to a conditional use permit or zone change. Even if the project complies with the Municipal Code, the decision-makers still have some discretion in deciding whether to approve the project.</p>			
	1	Ministerial	Stay with Ministerial Version of Q	
	2	Discretionary	Switch to Discretionary Version of Q	
	98	Not sure	Stay with Ministerial Version of Q	
	99	Refused	Terminate	
SC3	For your most recent project, were you personally involved in the: _____ stage of the project?			
Do Not Randomize			Yes	No
			Not sure	
A	Permit application and issuance		89%	11%
B	Plan check		79%	19%
C	Building inspection		49%	50%
If SC3a = (2, 99), SC3b = (2, 99) AND SC3c = (2, 99) then terminate interview.				

Section 3: Overall Satisfaction

In answering the questions in this survey, I'd like you to focus on your experience with your most recent project with the City.

Q1 Which of the following best describes your role on this project? *Multiple responses allowed.*

1	Owner	23%
2	Architect	20%
3	Engineer	14%
4	Contractor	41%
5	Permit Runner	10%
6	Agent/Representative	19%
7	Other	4%
98	Not sure	0%
99	Refused	0%

Q2 Was your most recent project for a residential property, a commercial property, or a mixed use property?

1	Residential	39%	Ask Q3
2	Commercial	54%	Skip to Q4
3	Mixed use	5%	Skip to Q4
98	Not sure	1%	Skip to Q5
99	Refused	0%	Skip to Q5

Q3 Which of the following best describes the nature of your project?

1	New construction	21%
2	Remodel or addition	55%
3	Demolition or Re-build	8%
4	Re-roof	2%
5	Re-pipe	0%
6	Hot water heater	2%
7	Pool related	2%
8	Other	10%
98	Not sure	0%
99	Refused	0%

Skip to Q5.

Q4	Which of the following best describes the nature of your project?		
	1	New construction	18%
	2	Tenant Improvement	50%
	3	Demolition or Re-build	6%
	4	Permit for occupancy	1%
	5	Re-roof	1%
	6	AC/HVAC	2%
	7	Sign Permit	5%
	8	Other	11%
	9	Fire Protection Systems	2%
	10	Hazardous Materials Systems	3%
	98	Not sure	0%
	99	Refused	0%
Q5	Overall, were you satisfied or dissatisfied with the service that you received from the City of San Jose on this project? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>		
	1	Very Satisfied	45%
	2	Somewhat Satisfied	34%
	3	Somewhat Dissatisfied	10%
	4	Very Dissatisfied	9%
	98	Not sure	1%
	99	Refused	1%

Section 4: Permit Application & Issuance Stage

Only ask questions in this section if SC3a = 1. Otherwise, skip to instructions for Section 5.

Next, I'm going to read several statements about the Building permit application and issuance stage of the process. I'd like you to tell me whether or not you agree or disagree with the statement based on your own experience.

Q6	Here is the (first/next) one: _____. Do you agree or disagree with this statement? <i>Get answer, then ask: Would that be strongly or somewhat (agree/disagree)?</i>						
	<i>Do Not Randomize</i>	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Doesn't Apply or Refused
A	The process and steps needed to obtain a permit were clearly communicated	40%	37%	11%	9%	0%	2%
B	You received clear and correct instructions about the documents needed to apply for a permit	49%	31%	11%	6%	0%	2%

C	You received a clear explanation of the fees, taxes and deposits	47%	26%	11%	9%	3%	5%
D	The fees and taxes were assessed accurately	40%	26%	7%	7%	13%	7%
E	When you visited the permit counter, the amount of time that you had to wait before being assisted by staff was reasonable	48%	36%	6%	5%	1%	4%
F	The permit counter staff made an effort to understand my needs as a customer	58%	27%	6%	4%	1%	4%
G	The staff at the permit application counter were accessible	56%	31%	6%	3%	1%	4%
H	The staff at the permit application counter were responsive	57%	28%	7%	3%	1%	4%
I	The staff at the permit application counter were courteous	68%	23%	3%	2%	0%	4%
J	The staff at the permit application counter were knowledgeable	51%	32%	8%	5%	0%	4%
K	The staff at the permit application counter were helpful	59%	29%	5%	3%	1%	4%
L	Overall, you were satisfied with the service you received during the permit application stage of the process	50%	32%	9%	5%	1%	2%

Section 5: Plan Check

Only ask questions in this section if SC3b = 1. Otherwise, skip to instructions for Section 6.

Next, I'm going to read several statements about the Building plan check process. I'd like you to tell me whether you agree or disagree with the statement based on your own experience.

Q7 Here is the (first/next) one: _____. Do you agree or disagree with this statement? *Get answer, then ask: Would that be strongly (agree/disagree) or somewhat (agree/disagree)?*

	<i>Do Not Randomize</i>	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Doesn't Apply or Refused
A	The plan check comments and corrections were clear and understandable	44%	36%	8%	4%	1%	6%
B	The plan check comments and corrections were based on reasonable interpretations of the code	42%	36%	8%	6%	2%	6%
C	The plan check comments and corrections made sense for the project	41%	33%	11%	7%	2%	6%
D	The plan check comments and corrections were consistent—there were no contradictions	43%	33%	11%	5%	2%	6%
E	Plan corrections were requested at the appropriate time—there were no late hits	42%	30%	9%	9%	3%	7%
F	There was adequate communication among City staff about the project during the plan check	42%	30%	10%	9%	4%	5%
G	The number of plan rechecks was reasonable	43%	30%	9%	7%	3%	8%

H	The plan check staff made an effort to understand my needs as a customer	49%	29%	10%	8%	2%	3%
I	The plan check staff were responsive	51%	30%	8%	6%	1%	3%
J	The plan check staff were courteous	61%	29%	4%	2%	1%	4%
K	The plan check staff were knowledgeable	54%	32%	6%	4%	1%	3%
L	The plan check staff were helpful	55%	28%	7%	4%	2%	4%
M	The turn-around time set by the City for plan check was reasonable	40%	30%	13%	11%	2%	5%
N	The plan check process was completed by the target date set by the City	38%	27%	11%	10%	6%	8%
O	Overall, you were satisfied with the service you received during the plan check stage	44%	32%	11%	8%	1%	3%

Section 6: Inspections

Only ask questions in this section if SC3c = 1. Otherwise, skip to instructions for Section 7.

Next, I'm going to read several statements about the building inspection process. I'd like you to tell me whether you agree or disagree with the statement based on your own experience.

Q8 Here is the (first/next) one: _____. Do you agree or disagree with this statement? *Get answer, then:* Would that be strongly (agree/disagree) or somewhat (agree/disagree)?

	<i>Do Not Randomize</i>	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Doesn't Apply or Refused
A	If an appointment was made, the inspectors arrived on time	49%	31%	7%	4%	2%	6%
B	The inspectors only requested a change if it was required to meet code	45%	28%	9%	7%	2%	9%
C	The inspectors only requested a change if it made sense for the project	39%	29%	11%	8%	3%	10%
D	Written notices and corrections were clear and understandable	49%	32%	7%	3%	2%	7%
E	If more than one inspector worked on the project, their notices and corrections were consistent.	34%	29%	12%	10%	3%	12%
F	Inspectors' comments were consistent with those of plan check staff	34%	32%	12%	7%	6%	9%
G	The inspectors made an effort to understand my needs as a customer	43%	34%	8%	7%	2%	6%
H	The inspectors were responsive	52%	30%	6%	5%	2%	6%
I	The inspectors were courteous	56%	31%	4%	2%	2%	5%
J	The inspectors were knowledgeable	53%	32%	5%	2%	2%	4%
K	The inspectors were helpful	50%	33%	6%	4%	3%	5%
L	Overall, you were satisfied with the service you received during the inspection stage of the process	48%	32%	9%	6%	2%	4%

Section 7: Fire								
Q9	In the past six months, did one or more of your projects require a permit, project review or inspection from San Jose's Fire Department?							
	1	Yes	41%	Ask Q10				
	2	No	51%	Skip to Q11				
	98	Not sure	7%	Skip to Q11				
	99	Refused	1%	Skip to Q11				
Next, I'm going to read several statements about the service you received from San Jose's Fire Department on these projects. For each statement, please tell me whether you agree or disagree with the statement based on your own experience with the Fire Department.								
Q10	Here is the (first/next) one: _____. Do you agree or disagree with this statement? <i>Get answer, then ask:</i> Would that be strongly (agree/disagree) or somewhat (agree/disagree)?							
	<i>Do Not Randomize</i>		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Doesn't Apply or Refused
A	The process and steps needed to obtain a clearance or permit were clearly communicated by Fire Department staff		49%	30%	11%	4%	3%	5%
B	The plan check comments and corrections were clear and understandable		54%	27%	8%	4%	3%	4%
C	The plan review comments and corrections were consistent—there were no contradictions		53%	28%	7%	5%	3%	4%
D	Any plan review to be coordinated with other Departments was done so in a seamless manner		42%	28%	12%	8%	4%	6%
E	When you visited the counter, the amount of time that you had to wait before being assisted by Fire Department staff was reasonable		49%	25%	4%	1%	5%	15%
F	Fire Department staff made an effort to understand my needs as a customer		55%	29%	3%	2%	3%	8%
G	Fire Department staff were responsive		57%	26%	5%	2%	3%	6%
H	Fire Department staff were courteous		64%	24%	2%	1%	3%	7%
I	Fire Department staff were knowledgeable		61%	25%	2%	2%	3%	6%
J	Fire Department staff were helpful		61%	24%	3%	2%	4%	7%
K	The turn-around time set by the Fire Department for plan review was reasonable		47%	26%	8%	8%	5%	6%
L	The plan review process was completed by the target date set by the Fire Department		48%	23%	7%	7%	7%	8%
M	Overall, you were satisfied with the service you received from the Fire Department		53%	31%	7%	3%	3%	3%

Section 8: Public Works							
Q11	In the past six months, did one or more of your projects require a permit, project review or inspection from San Jose's Public Works Department?						
	1	Yes	21%		Ask Q12		
	2	No	71%		Skip to Q13		
	98	Not sure	7%		Skip to Q13		
	99	Refused	1%		Skip to Q13		
Next, I'm going to read several statements about the service you received from San Jose's Public Works Department on these projects. For each statement, please tell me whether you agree or disagree with the statement based on your own experience with the Public Works Department.							
Q12	Here is the (first/next) one: _____. Do you agree or disagree with this statement? <i>Get answer, then:</i> Would that be strongly (agree/disagree) or somewhat (agree/disagree)?						
	<i>Do Not Randomize</i>		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure
			Doesn't Apply or Refused				
A	The process and steps needed to obtain a clearance or permit were clearly communicated by Public Works Department staff		42%	31%	8%	10%	3%
B	The plan check comments and corrections were clear and understandable		46%	29%	9%	7%	4%
C	The plan review comments and corrections were consistent—there were no contradictions		47%	21%	9%	13%	5%
D	Any plan review to be coordinated with other Departments was done so in a seamless manner		38%	25%	9%	14%	6%
E	When you visited the counter, the amount of time that you had to wait before being assisted by Public Works Department staff was reasonable		45%	31%	2%	4%	4%
F	Public Works Department staff made an effort to understand my needs as a customer		47%	29%	5%	9%	4%
G	Public Works Department staff were responsive		48%	29%	7%	8%	3%
H	Public Works Department staff were courteous		59%	26%	3%	3%	3%
I	Public Works Department staff were knowledgeable		51%	30%	5%	5%	3%
J	Public Works Department staff were helpful		53%	24%	6%	9%	3%
K	The turn-around time set by the Public Works Department for plan review was reasonable		41%	31%	9%	8%	3%

L	The plan review process was completed by the target date set by the Public Works Department	40%	30%	9%	9%	3%	9%
M	Overall, you were satisfied with the service you received from the Public Works Department	43%	33%	8%	9%	2%	4%

Section 9: Information Access

For the remaining questions, please answer for the City of San Jose as a whole.

Q13	Overall, are you satisfied or dissatisfied with the City's efforts to make development services information available through their web site, brochures and meetings? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>			
	1	Very satisfied	35%	
	2	Somewhat satisfied	44%	
	3	Somewhat dissatisfied	8%	
	4	Very dissatisfied	4%	
	98	Not sure	9%	
	99	Refused	1%	
Q14	In the past 12 months, have you visited the City's Development Services web site?			
	1	Yes	62%	Ask Q15
	2	No	36%	Skip to Q16
	98	Not sure	2%	Skip to Q16
	99	Refused	0%	Skip to Q16
Q15	Overall, are you satisfied or dissatisfied with the content of the web site? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>			
	1	Very satisfied	33%	
	2	Somewhat satisfied	52%	
	3	Somewhat dissatisfied	11%	
	4	Very dissatisfied	2%	
	98	Not sure	2%	
	99	Refused	0%	

Section 10: Ideas for Improving Service

Q16	We'd like your ideas on how the City can improve the service that it provides in the area of development services. What one or two changes or improvements would you most like the City make? <i>Verbatim responses coded into following categories.</i>	
	Not sure	22%
	None / Everything is fine	18%
	Improve online access to info	8%
	Decrease turnaround times	8%
	Clarify, standardize, reduce fees	6%
	Prefer not to answer	6%
	Improve employee attitudes, helpfulness	4%
	Set, maintain, provide clear standards, consistency	3%
	Improve intra-departmental communication	3%
	Improve responsiveness, attentiveness	3%
	Increase staffing	2%
	Improve scheduling, appointment process	2%
	Improve, simplify process	2%
	Provide staff with training on atypical projects	2%
	Reduce number of contacts to complete project	2%
	Ensure availability, clarity of info, codes, forms	2%
	Increase departmental communication to customers	2%
	Allow flexibility, reasonableness for interpretation	1%
	Increase accessibility of personnel	1%
	Eliminate unnecessary late hits	1%
	Invest necessary time on plan checks, inspections	1%
	Decrease wait times at office	1%
	Commit to appointment times and deadlines	1%
	Increase general training and knowledge	1%
	Allow simple tasks to be accomplished by walk-in	1%

Section 11: Perceptions of City

Q17 Next, I'm going to read several statements about the City of San Jose I'd like you to tell me whether you agree or disagree with each statement as they apply to development services.

Here is the (first/next) one: _____. Do you agree or disagree with this statement, or do you not have an opinion? (*Get answer. If agree or disagree, ask*): Would that be strongly (agree/disagree) or somewhat (agree/disagree).

	<i>Do Not Randomize</i>	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Doesn't Apply or Refused
A	The City cares about its customers	34%	43%	8%	6%	8%	1%
B	The City acknowledges when a mistake has been made	18%	31%	15%	11%	20%	6%
C	If a mistake is made, the City does its best to fix the mistake	23%	30%	14%	8%	20%	5%
D	The City does an adequate job balancing the interests of developers with the interests of the communities that will be affected by a project	21%	32%	10%	8%	23%	7%
E	Overall, the City has improved its customer service in the past 12 months	27%	30%	9%	7%	23%	5%

Section 12: Background Questions

Q18 In the past 12 months, approximately how many development services projects have you worked on with the City of San Jose?

	1	33%
	2 to 3	30%
	4 to 5	13%
	6 to 10	11%
	11 or more	7%
	Not sure / Refused	7%
Q19	Were any of your projects in process with the City between November 29th and December 12th of this year?	
	1 Yes	50% Ask Q20
	2 No	44% Skip Q20
	98 Not sure	5% Skip Q20
	99 Refused	1% Skip Q20

Q20	Did you have an inspection scheduled between November 29th and December 12th of this year, or try to schedule an inspection during this period?		
	1	Yes	47%
	2	No	41%
	98	Not sure	11%
	99	Refused	1%

Post-Interview Items			
D1	Form of Interview		
	1	Phone	53%
	2	Web	47%

DISCRETIONARY VERSION



City of San Jose Development Services
2008 Customer Satisfaction Survey
Final Toplines: Discretionary (n = 228)

Section 1: Introduction to Study

Hi, may I please speak to: _____. Hi, my name is _____ and I'm calling from True North Research on behalf of the City of San Jose. I'm following up on a letter you should have received a few weeks ago from the City which invited you to participate in a customer survey regarding development services. Our records indicate that you have yet to take the survey over the Internet, so we'd like to ask you a few questions over the telephone.

If needed: We're conducting a brief and confidential survey of people who have received building permit, plan check and inspection services from the City of San Jose.

If needed: Your name and contact information was included on a recent permit application for the City of San Jose—which is why we'd like to ask you about your experience.

If needed: The survey should take about 10 minutes to complete.

If needed: If now is not a convenient time, can you let me know a better time so I can call back?

If needed: You are also welcome to participate in the survey online, as described in the invitation letter we recently sent you.

If needed: Your answers will be kept anonymous and will be combined with the answers of other people who participate in the survey.

Section 2: Screener for Inclusion in the Study

SC1	Our records indicate that you worked with the City of San Jose on at least one project during the past 12 months. Is this correct?			
	1	Yes	100%	Continue
	2	No	0%	Terminate
	99	Refused	0%	Terminate
SC2	Was your most recent project ministerial (mini-steer-ee-al) or discretionary? <i>If unsure, clarify:</i> Most projects are ministerial projects. As long as they comply with the Municipal Code, they have to be approved. Ministerial projects do not involve a public hearing. A discretionary project is a project that requires a public hearing related to a conditional use permit or zone change. Even if the project complies with the Municipal Code, the decision-makers still have some discretion in deciding whether to approve the project.			
	1	Ministerial	Switch to Ministerial Version of Q	
	2	Discretionary	Stay with Discretionary Version of Q	
	98	Not sure	Switch to Ministerial Version of Q	
	99	Refused	Terminate	
SC3	For your most recent discretionary project, were you personally involved in the: _____ stage of the project?			
Do Not Randomize			Yes	No
A	Permit application		88%	12%
B	Project review		89%	11%
C	Public hearing		59%	39%
If SC3a = (2, 99), SC3b = (2, 99) AND SC3c = (2, 99) then terminate interview.				

SC4	Did you personally work with a Project Manager assigned by the City to the project?		
	1	Yes	77%
	2	No	20%
	98	Not sure	4%
	99	Refused	0%

Section 3: Overall Satisfaction & Role

In answering the questions in this survey, I'd like you to focus on your experience with your most recent discretionary project with the City.

Q1	Which of the following best describes your role on this project? <i>Multiple responses allowed.</i>		
	1	Owner	40%
	2	Architect	21%
	3	Engineer	14%
	4	Contractor	20%
	5	Permit Runner	10%
	6	Agent/Representative	25%
	7	Planner	11%
	8	Other	8%
	98	Not sure	0%
	99	Refused	0%
Q2	Was your most recent project for a residential property, a commercial property, or a mixed use property?		
	1	Residential	45%
	2	Commercial	38%
	3	Mixed use	17%
	98	Not sure	0%
	99	Refused	0%

Q3	Overall, were you satisfied or dissatisfied with the service that you received from the City of San Jose on this project? <i>Get answer, then ask:</i> Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?		
	1	Very Satisfied	37%
	2	Somewhat Satisfied	31%
	3	Somewhat Dissatisfied	19%
	4	Very Dissatisfied	12%
	98	Not sure	1%
	99	Refused	0%

Section 4: Permit Application

Only ask questions in this section if SC3a = 1. Otherwise, skip to instructions for Section 5.

Next, I'm going to read several statements about submitting a Planning permit application during the entitlement stage of the process. I'd like you to tell me whether or not you agree or disagree with the statement based on your own experience.

Q4	Here is the (first/next) one: _____. Do you agree or disagree with this statement? <i>Get answer, then ask:</i> Would that be strongly or somewhat (agree/disagree)?						
	<i>Do Not Randomize</i>	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Doesn't Apply or Refused
A	The process and steps needed to submit a permit application were clearly communicated	36%	37%	11%	12%	1%	2%
B	You received clear and correct instructions about the documents needed to apply for a permit	43%	28%	15%	10%	0%	2%
C	You received a clear explanation of the fees	40%	31%	12%	10%	3%	3%
D	The fees were assessed accurately	42%	30%	7%	8%	7%	5%
E	When you came in to submit your application, the amount of time that you had to wait before being assisted by staff was reasonable	45%	34%	7%	5%	4%	5%
F	The permit application counter staff made an effort to understand my needs as a customer	45%	33%	7%	4%	2%	7%
G	The staff at the permit application counter were accessible	47%	32%	4%	5%	3%	7%
H	The staff at the permit application counter were responsive	45%	33%	6%	6%	1%	8%
I	The staff at the permit application counter were courteous	60%	24%	4%	2%	1%	7%
J	The staff at the permit application counter were knowledgeable	35%	35%	11%	9%	2%	7%

K	The staff at the permit application counter were helpful	45%	33%	8%	5%	1%	7%
L	Overall, you were satisfied with the service you received during the permit application stage of the process	36%	39%	11%	10%	1%	3%

Section 5: Project Review

Only ask questions in this section if SC3b = 1. Otherwise, skip to instructions for Section 6.

Next, I'm going to read several statements about the City's process of reviewing the plans you submitted for a Planning permit. I'd like you to tell me whether or not you agree or disagree with the statement based on your own experience.

Q5 Here is the (first/next) one: _____. Do you agree or disagree with this statement? *Get answer, then ask:* Would that be strongly (agree/disagree) or somewhat (agree/disagree)?

	<i>Do Not Randomize</i>	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Doesn't Apply or Refused
A	The plan review comments and corrections were clear and understandable	30%	40%	15%	11%	0%	3%
B	The plan review comments and corrections were based on reasonable interpretations of the code	29%	37%	13%	15%	2%	2%
C	The plan review comments and corrections made sense for the project	30%	34%	16%	17%	0%	3%
D	The plan review comments and corrections were consistent—there were no contradictions	27%	26%	22%	20%	1%	4%
E	Plan corrections were requested at the appropriate time—there were no late hits	27%	25%	19%	26%	0%	3%
F	There was adequate communication among City staff about the project during the plan review	25%	33%	19%	19%	1%	2%
G	The number of plan rechecks was reasonable	30%	35%	12%	14%	3%	6%
H	The plan review staff made an effort to understand my needs as a customer	36%	34%	13%	13%	1%	2%
I	The plan review staff were responsive	38%	34%	10%	16%	1%	1%
J	The plan review staff were courteous	54%	33%	6%	4%	1%	1%
K	The plan review staff were knowledgeable	39%	33%	15%	11%	1%	1%
L	The plan review staff were helpful	41%	32%	15%	11%	1%	1%
M	The turn-around time set by the City for plan review was reasonable	23%	36%	18%	21%	1%	1%
N	The plan review process was completed by the target date set by the City	24%	24%	16%	29%	4%	3%
O	Overall, you were satisfied with the service you received during the plan review stage	31%	34%	17%	17%	0%	2%

Section 6: Project Manager

Only ask questions in this section if SC4 = 1. Otherwise, skip to instructions for Section 7.

Next, I'm going to read several statements about the project manager assigned to the project by the City. I'd like you to tell me whether you agree or disagree with the statement based on your own experience.

Q6 Here is the (first/next) one: _____. Do you agree or disagree with this statement? *Get answer, then ask:* Would that be strongly (agree/disagree) or somewhat (agree/disagree)?

	<i>Do Not Randomize</i>	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Doesn't Apply or Refused
A	The process and steps needed to get to a public hearing were clearly communicated by the project manager	35%	27%	15%	9%	3%	10%
B	Once all of your documents were ready, the project manager scheduled you for a hearing within a reasonable amount of time	38%	25%	11%	9%	3%	14%
C	The project manager provided you with a reasonable estimate of the processing costs throughout the project	30%	29%	14%	11%	6%	10%
D	Your project comment letter was accurate and complete	33%	28%	17%	11%	4%	7%
E	The project manager was responsive	43%	28%	11%	14%	1%	4%
F	The project manager was courteous	57%	30%	5%	2%	2%	4%
G	The project manager was knowledgeable	45%	28%	13%	9%	1%	5%
H	The project manager was helpful	47%	29%	10%	7%	2%	4%
I	Overall, you were satisfied with the service you received from the project manager	39%	29%	14%	13%	1%	4%

Section 7: Public Hearing

Only ask questions in this section if SC3c = 1. Otherwise, skip to Section 8.

Next, I'm going to read several statements about the public hearing process. I'd like you to tell me whether you agree or disagree with the statement based on your own experience.

Q7 Here is the (first/next) one: _____. Do you agree or disagree with this statement? *Get answer, then ask:* Would that be strongly (agree/disagree) or somewhat (agree/disagree)?

	<i>Do Not Randomize</i>	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Doesn't Apply or Refused
A	The project comment letter provided clear and correct instructions about the documents needed before a public hearing could be scheduled	37%	32%	12%	7%	5%	6%

B	You were given adequate time to review the permits and resolutions prior to the public hearing.	42%	35%	7%	7%	4%	5%
C	You were given adequate information by staff about how the public hearing process would go	48%	38%	4%	6%	1%	2%
D	At the public hearing, your item was heard within a reasonable amount of time	44%	35%	10%	6%	2%	3%
E	At the public hearing, staff represented your project in a fair and professional manner	56%	27%	5%	5%	2%	4%
F	At the public hearing, the decision makers were fair in how they made their decisions	51%	28%	7%	6%	4%	4%
G	The Public Outreach process is fair and reasonable	38%	39%	7%	9%	4%	4%
H	The appeal process is fair and reasonable	25%	27%	5%	6%	16%	21%
I	Overall, you were satisfied with the service you received during the public hearing stage	40%	39%	11%	6%	2%	1%

Section 8: Fire

Q8	In the past six months, did one or more of your projects require a permit, project review or inspection from San Jose's Fire Department?						
	1	Yes	56%		Ask Q9		
	2	No	39%		Skip to Q10		
	98	Not sure	5%		Skip to Q10		
	99	Refused	0%		Skip to Q10		
Next, I'm going to read several statements about the service you received from San Jose's Fire Department on these projects. For each statement, please tell me whether you agree or disagree with the statement based on your own experience with the Fire Department.							
Q9	Here is the (first/next) one: _____. Do you agree or disagree with this statement? <i>Get answer, then ask:</i> Would that be strongly (agree/disagree) or somewhat (agree/disagree)?						
	<i>Do Not Randomize</i>		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure
A	The process and steps needed to obtain a clearance or permit were clearly communicated by Fire Department staff		37%	34%	12%	7%	5%
B	The plan review comments and corrections were clear and understandable		41%	34%	8%	7%	5%
C	The plan review comments and corrections were consistent—there were no contradictions		41%	27%	13%	9%	5%
D	Any plan review to be coordinated with other Departments was done so in a seamless manner		24%	36%	18%	9%	7%

E	When you visited the counter, the amount of time that you had to wait before being assisted by Fire Department staff was reasonable	37%	26%	4%	2%	9%	22%
F	Fire Department staff made an effort to understand my needs as a customer	46%	25%	8%	4%	7%	10%
G	Fire Department staff were responsive	44%	30%	9%	5%	5%	8%
H	Fire Department staff were courteous	55%	23%	4%	2%	5%	10%
I	Fire Department staff were knowledgeable	48%	27%	6%	3%	6%	9%
J	Fire Department staff were helpful	46%	30%	6%	2%	6%	9%
K	The turn-around time set by the Fire Department for plan review was reasonable	38%	31%	11%	9%	5%	6%
L	The plan review process was completed by the target date set by the Fire Department	34%	31%	9%	9%	9%	9%
M	Overall, you were satisfied with the service you received from the Fire Department	38%	36%	12%	5%	5%	3%

Section 9: Public Works

Q10 In the past six months, did one or more of your projects require a permit, project review or inspection from San Jose's Public Works Department?

1	Yes	47%	Ask Q11
2	No	46%	Skip to Q12
98	Not sure	7%	Skip to Q12
99	Refused	0%	Skip to Q12

Next, I'm going to read several statements about the service you received from San Jose's Public Works Department on these projects. For each statement, please tell me whether you agree or disagree with the statement based on your own experience with the Public Works Department.

Q11 Here is the (first/next) one: _____. Do you agree or disagree with this statement? *Get answer, then:* Would that be strongly (agree/disagree) or somewhat (agree/disagree)?

	<i>Do Not Randomize</i>	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Doesn't Apply or Refused
A	The process and steps needed to obtain a clearance or permit were clearly communicated by Public Works Department staff	29%	37%	18%	11%	3%	3%
B	The plan review comments and corrections were clear and understandable	26%	35%	19%	10%	4%	6%
C	The plan review comments and corrections were consistent—there were no contradictions	26%	28%	24%	13%	5%	5%
D	Any plan review to be coordinated with other Departments was done so in a seamless manner	23%	25%	24%	19%	5%	4%

E	When you visited the counter, the amount of time that you had to wait before being assisted by Public Works Department staff was reasonable	32%	29%	6%	2%	9%	22%
F	Public Works Department staff made an effort to understand my needs as a customer	38%	30%	11%	10%	2%	9%
G	Public Works Department staff were responsive	37%	33%	13%	8%	3%	6%
H	Public Works Department staff were courteous	54%	31%	5%	4%	2%	6%
I	Public Works Department staff were knowledgeable	41%	34%	10%	6%	3%	6%
J	Public Works Department staff were helpful	43%	32%	12%	6%	3%	5%
K	The turn-around time set by the Public Works Department for plan review was reasonable	24%	27%	22%	15%	4%	8%
L	The plan review process was completed by the target date set by the Public Works Department	24%	22%	20%	15%	7%	11%
M	Overall, you were satisfied with the service you received from the Public Works Department	28%	40%	19%	8%	1%	5%

Section 10: Information Access

For the remaining questions, please answer for the City of San Jose as a whole.

Q12	Overall, are you satisfied or dissatisfied with the City's efforts to make development services information available through their web site, brochures and meetings? <i>Get answer, then ask:</i> Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?			
	1	Very satisfied	29%	
	2	Somewhat satisfied	44%	
	3	Somewhat dissatisfied	14%	
	4	Very dissatisfied	7%	
	98	Not sure	5%	
	99	Refused	0%	
Q13	In the past 12 months, have you visited the City's Development Services web site?			
	1	Yes	74%	Ask Q14
	2	No	25%	Skip to Q15
	98	Not sure	0%	Skip to Q15
	99	Refused	0%	Skip to Q15

Q14	Overall, are you satisfied or dissatisfied with the content of the web site? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>		
	1	Very satisfied	31%
	2	Somewhat satisfied	54%
	3	Somewhat dissatisfied	9%
	4	Very dissatisfied	5%
	98	Not sure	1%
	99	Refused	0%

Section 11: Ideas for Improving Service

Q15	We'd like your ideas on how the City can improve the service that it provides in the area of development services. What one or two changes or improvements would you most like the City make? <i>Verbatim responses coded into following categories.</i>		
		Not sure	19%
		None / Everything is fine	14%
		Improve, simplify process	8%
		Prefer not to answer	8%
		Improve intra-departmental communication	7%
		Clarify, standardize, reduce fees	6%
		Decrease turnaround times	5%
		Improve online access to info	4%
		Improve employee attitudes, helpfulness	4%
		Take responsibility for, correct mistakes / Increase accountability	4%
		Increase general training and knowledge	4%
		Increase customer guidance, support	3%
		Commit to appointment times and deadlines	3%
		Reduce number of contacts to complete project	3%
		Improve responsiveness, attentiveness	3%
		Allow flexibility, reasonableness for interpretation	2%
		Eliminate unnecessary late hits	2%
		Ensure availability, clarity of info, codes, forms	2%
		Improve Public Works stage of process	2%
		Increase staffing	1%
		Set, maintain, provide clear standards, consistency	1%

Provide inspectors proficient with customer's language	1%
Increase accessibility of personnel	1%
Invest necessary time on plan checks, inspections	1%
Decrease wait times at office	1%
Provide staff with training on atypical projects	1%
Allow simple tasks to be accomplished by walk-in	1%
Improve in-house computer system	1%
Improve Fire Department stage of process	1%

Section 12: Perceptions of City

Q16 Next, I'm going to read several statements about the City of San Jose I'd like you to tell me whether you agree or disagree with each statement as they apply to development services.

Here is the (first/next) one: _____. Do you agree or disagree with this statement, or do you not have an opinion? (*Get answer. If agree or disagree, ask:* Would that be strongly (agree/disagree) or somewhat (agree/disagree).)

	<i>Do Not Randomize</i>	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Doesn't Apply or Refused
A	The City cares about its customers	30%	41%	14%	9%	5%	1%
B	The City acknowledges when a mistake has been made	19%	32%	18%	18%	10%	3%
C	If a mistake is made, the City does its best to fix the mistake	21%	35%	16%	14%	12%	3%
D	The City does an adequate job balancing the interests of developers with the interests of the communities that will be affected by a project	25%	38%	18%	10%	7%	2%
E	Overall, the City has improved its customer service in the past 12 months	24%	31%	14%	12%	15%	4%

Section 13: Background Questions

Q17	In the past 12 months, approximately how many development services projects have you worked on with the City of San Jose?		
	1		39%
	2 to 3		26%
	4 to 5		14%
	6 to 10		10%
	11 or more		8%
	Not sure / Refused		4%
Q18	Were any of your projects in process with the City between November 29th and December 12th of this year?		
	1	Yes	61% Ask Q19
	2	No	33% Skip Q19
	98	Not sure	3% Skip Q19
	99	Refused	3% Skip Q19
Q19	Did you have an inspection scheduled between November 29th and December 12th of this year, or try to schedule an inspection during this period?		
	1	Yes	37%
	2	No	57%
	98	Not sure	6%
	99	Refused	1%

Post-Interview Items

D1	Form of Interview		
	1	Phone	50%
	2	Web	50%